

Research Article / Araştırma Makalesi

THE INFLUENCE OF PSYCHOLOGICAL CAPITAL ON BURNOUT: MODERATING EFFECT OF LOCUS OF CONTROL

Assoc. Prof. Murat BOLELLİ 

Altınbaş University, Faculty of Management, İstanbul, Turkey, (murat.bolelli@altinbas.edu.tr)

Assoc. Prof. Hüseyin EKİZLER 

Marmara University, Faculty of Management, İstanbul, Turkey, (hekizler@marmara.edu.tr)

ABSTRACT

Purposes of this research are to examine the effect of psychological capital on burnout and moderating effect of locus of control on the relationship between them. Data for the research is collected through questionnaire surveys using convenience sampling method. 461 forms are collected, after sorting and removing inconsistent and missing responses 409 usable questionnaires remained. To measure variables, Work Locus of Control Scale (WLCS) developed by Spector (1988), Psychological Capital Questionnaire (PCQ) developed by Luthans et al., (2007) and Maslach Burnout Inventory (MBI) developed by Maslach & Jackson (1981) is used. Following the reliability analyses which showed all the constructs are reliable and consistent, multiple regression analyses are conducted using research variables. Results indicate that self-efficacy has a significant and positive effect on all dimensions of burnout, optimism and resilience has a negative effect on emotional exhaustion and depersonalization dimensions of burnout, all PsyCap components has a significant and positive effect on reduced personal accomplishment and external LoC is found to moderate the relationship between PsyCap and burnout. Implications of the results are discussed and future research areas are suggested.

Keywords: Psychological Capital, Burnout, Locus of Control, White-Collar Employees.

PSİKOLOJİK SERMAYENİN TÜKENMİŞLİK ÜZERİNDEKİ ETKİSİ: KENDİLİK KONTROLÜNÜN DÜZENLEYİCİ ROLÜ

ÖZET

Bu çalışmanın amaçları psikolojik sermayenin tükenmişlik üzerindeki etkisinin ve kendilik kontrolünün bu ilişkideki düzenleyici rolünün incelenmesidir. Araştırma verisi kolayda örnekleme yöntemi kullanılarak internet üzerinden anket yoluyla toplanmıştır. Toplam 461 anket toplanmış, bunlardan tutarsız ve eksik yanıtlar içerenler çıkarıldığında kalan 409 adet anket çalışmaya dahil edilmiştir. Kendilik kontrolünün ölçümü için Spector tarafından 1988 yılında geliştirilen Kendilik Kontrolü Ölçeği (WLCS), psikolojik sermayenin ölçümü için Luthans vd. tarafından 2007 yılında geliştirilen Psikolojik Sermaye Ölçeği (PCQ), tükenmişliğin ölçümü içinse Maslach ve Jackson tarafından 1981 yılında geliştirilen Maslach Tükenmişlik Envanteri (MBI) kullanılmıştır. Araştırma değişkenlerine öncelikle güvenilirlik analizi yapılarak yapıların tutarlı ve güvenilir oldukları belirlenmiş, akabinde çoklu doğrusal regresyon analizleri gerçekleştirilmiştir. Sonuçlar öz yeterliliğin tükenmişliğin tüm alt boyutları üzerinde istatistiksel olarak anlamlı ve pozitif yönlü bir etkisinin bulunduğunu, iyimserlik ve psikolojik dayanıklılığın duygusal tükenme ve duyarsızlaşma üzerinde negatif etkisinin bulunduğunu,

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psikolojik sermayenin tüm alt boyutlarının kişisel başarı hissi üzerinde pozitif etkisinin olduğunu ve dışsal kendilik kontrolünün psikolojik sermaye ile tükenmişlik ilişkisinde düzenleyici etkisinin bulunduğunu göstermektedir. Araştırmanın bulguları sonuç bölümünde tartışılmıştır.

Anahtar Kelimeler: Psikolojik Sermaye, Tükenmişlik, Kendilik Kontrolü, Beyaz Yakalı Çalışanlar.

1. Introduction

From the beginning of the organizational behavior and management literature, studies are focused on identifying, theorizing, explaining, generalizing, reproducing “good practices” and finding “bad examples” to be corrected, in other words eliminating weaknesses and reinforcing strengths. As a result of this tendency, questions of what’s wrong or what to fix was at the forefront rather than what is strong about people and organizations. After the reign of negative focused approach for decades it has been realized that this has also fostered and cultivated work related stress, fatigue and burnout by imposing generally accepted notions such as contingent reward, management by exception, “too high to reach” targets and standards. With the reinforcing effect of external factors like dazzling speed of the change in technology, global competition, customer needs etc. burnout became a common problem which is not only effecting job performance but overall life satisfaction of employees as well.

Burnout can be defined as a psychological state that is related to work stress which is consisting of emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach, 1982). International Labour Office’s report (1993) indicates that burnout has considerable negative effects to employees and to organizations. Supporting this argument burnout is founded to have negative correlations with various work related variables such as job commitment, job satisfaction, turnover and job performance (Geurts et al., 1998; Moore, 2000; Wright & Cropanzano, 1998).

Various models, approaches, techniques, intervention tools are developed to cope with burnout and its impacts on individual and organizational effectiveness. One of them is psychological capital (PsyCap), defined as an individual’s positive psychological state of development and is characterized by self-efficacy (confidence), optimism, hope and resiliency components (Luthans et al., 2007). Contrary to the traditional management literature, PsyCap focuses on improving work performance by developing positive, state like capabilities which are measurable and open to development. Research indicates that PsyCap components not only have a positive impact on work outcomes such as self-motivation, perseverance, performance, profitability, job satisfaction, job engagement, well-being, coping with difficulties but also have direct and indirect effects on burnout as well (Luthans et al., 2005; Luthans et al., 2007; Luthans & Youssef, 2004; Youssef & Luthans, 2006).

Third research variable, Locus of control (LoC) is a concept which is asserted to correlate and converge with PsyCap (Babalola, 2009; Shaik & Buitendach, 2015). LoC refers to the degree of which individuals attribute cause of events either to themselves or to outer factors. Individuals with high internal LoC are defined as internals whom tend to attribute cause and control to themselves whereas externals are asserted to attribute to external factors such as coincidence, luck, other persons actions etc. Based on Vroom’s expectancy theory (1964) LoC

is suggested to relate to job satisfaction, motivation, performance etc. (Chen & Silverthorne, 2008; Salazar et al., 2002; Spector, 1982).

Considering the interrelations between PsyCap, burnout and LoC concepts it can be argued that research focusing on the effects of PsyCap consisting of self-efficacy, optimism, hope and resiliency constructs on burnout with the LoC involved in the conceptual model can provide insights to both theoretical and practical studies. Hence this research intends to examine the effect of psychological capital on burnout and moderating effect of locus of control on the relationship between them. The study is organized as follows, after the introduction second section briefly reviews psychological capital, burnout and locus of control concepts, third and fourth sections present research methodology and findings, final section concludes and discusses research findings.

2. Conceptual Framework

2.1. Psychological Capital

After the World War II, psychology studies and practices are primarily focused on what was wrong with people, how to treat illnesses and dysfunctional behaviors which are mostly caused by the war. Positive psychology is a reaction to the “negative”, “pathology” focused traditional psychology approach, taking strengths and positive characteristics of the individuals at the center of its philosophy. In line with psychology, other disciplines such as organizational behavior, management and leadership etc. adopted “positive approach” leading to positive organizational behavior (POB) stream. POB contains only work performance related, state-like psychological capacities which are measurable, open to development and improvement also it focuses on what is developable in the short term.

Various studies regarding to the POB returned psychological capital (PsyCap) which is asserted to be a higher order construct integrating self-efficacy (confidence), optimism, hope and resiliency (Luthans et al., 2005; Luthans et al., 2006a; Luthans et al., 2006b).

As a concept based on Banduras studies, self-efficacy is asserted to be the best fit in meeting POB criterion among all four (Luthans, 2002a). Bandura (1982:122) defined the concept as “personal judgment or belief of how well one can execute courses of action required to deal with prospective situations”. Although Bandura separated confidence and self-efficacy, positive psychology studies are observed to use terms interchangeably. From PsyCap point of view self-efficacy, in other words confidence is defined as “an individual’s conviction about his or her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute a specific task within a given context” (Stajkovic & Luthans, 1998a:66). As the definition implies belief or perception of the person regarding to her abilities and resources is one of the most important determinant about self-efficacy. A positive evaluation leads to high personal efficacy expectations (Luthans, 2002a). Another important aspect of the concept which is generally overlooked is the task and context specific nature of it. Same person can have a high sense of self-efficacy about preparing a report containing complex analyses while having a low sense of self-efficacy about presenting it.

Self-efficacious persons are asserted to exhibit certain attitudes and behaviors at work. They set high goals for themselves, like challenges, are self-motivated, put effort towards

achieving goals and preserve when challenged with obstacles (Luthans et al., 2007). Studies report significant positive correlation between self-efficacy and work performance (Stajkovic & Luthans, 1998b). Examined in detail, concept is related to goal setting (Wood et al., 1987), personality traits (Barrick & Mount, 1991), feedback (Kluger & DeNisi, 1996), leadership (Avolio, 1999), job satisfaction (Judge et al., 2001) and organizational behavior modification (Stajkovic & Luthans, 1997:2003). On the other hand, there are some aspects of the notion that suggest prudent approach to it. Research shows exaggerated beliefs about the person herself may create over confidence referred as false efficacy which can lead to negative results. Supporting this argument, deteriorating effects of false efficacy on the performance are reported in various studies (Vancouver et al., 2001; Vancouver et al., 2002).

Second POB component is hope which is defined as “a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)” (Snyder et al., 1991:287). The dual nature of hope which contains willpower and way power elements is the first differentiator of PsyCap hope from the commonly used version of the term. PsyCap hope represents a cognitive state in which people set goals and uses determination, energy and control to achieve targets. This dimension is referred as willpower. Second component of hope, way power refers to the capability of finding alternative ways reaching to targets when the initial ones are blocked (Snyder, 1994, 1995, 2000; Snyder et al., 2000; Snyder et al., 2002). Way power is the second factor which separate hope not only from daily usage of the term but from other PsyCap constructs as well (Bryant & Cvengeos, 2004; Carifio & Rhodes, 2002; Luthans & Jensen, 2002; Magaletta & Oliver, 1999; Snyder, 2002).

Continuous reiterations between willpower and way power help individuals to build their motivation over their determination, gather the energy to search or build ways towards goals, improving sense of control etc. leading to an upward spiral of hope (Snyder, 1993, 2000, 2002). Supporting this argument research show positive and significant correlations between hope and work related variables such as performance, profitability, job satisfaction, job engagement, job happiness, perceived control, positive affect (Adams, et al., 2002; Jensen & Luthans, 2002; Luthans, 2002a, 2002b; Luthans et al., 2004a, 2004b; Luthans et al., 2005; Luthans & Jensen, 2002; Luthans & Youssef, 2004; Peterson & Luthans, 2003; Youssef & Luthans, 2003, 2005). Since hope is a strong and enabling concept, it is suggested to couple efforts towards developing hope with a healthy amount of realism and skill of re-goaling which can help calibrating and focusing hope to most important and achievable goals (Snyder, 1995), avoiding false hope which can lead to negative outcomes such as burnout.

Third PsyCap component is optimism which is defined as “an explanatory style that attributes positive events to personal, permanent and pervasive causes and interprets negative events in terms of external, temporary and situation specific factors” (Seligman, 1998). Optimism represents two important aspects on explaining events: permanence and pervasiveness (Luthans et al., 2004a). Optimists perceive and interpret bad events as “not my fault”, “it was onetime”, “it not going to be always like that” etc. while pessimists explain like “it’s my fault”, “it always happens like this”, “it will always be like this” etc. when in the same situation. On the other hand, pessimistic explanatory style interprets positive events with external, temporary and situation specific attributes and explain negative events with of personal, permanent and

pervasive causes. Optimism is not only related to cognitive processes but also involves emotional elements which cause the concept to be described as a both motivating and motivated (Peterson, 2000).

Research showed significant links between optimism and desirable workplace outcomes such as work performance (Luthans et al., 2005; Luthans et al., 2006b; Seligman, 1998), achievement, perseverance, well-being (Peterson, 1999; Peterson & Bossio, 1991; Scheier & Carver, 1987, 1992; Seeman, 1989), coping with difficulties (Lazarus & Folkman, 1984; Scheier & Carver, 1985) and life satisfaction (Seligman, 2002). Considering the empirical findings related to optimism, it can be said that optimists are easily motivated, more satisfied, have the endurance towards the goals, takes difficulties and setbacks as temporary, one off events which are not likely to repeat once solved (Luthans, 2002b). Literature also points to dysfunctional properties of optimism. Concept is asserted to increase the probability to under estimate potential risks or dangers, leading individuals to expose themselves, their teams or their organizations to threats (Davidson & Prkachin, 1997; Kok et al., 1990; Luthans, 2002a; Luthans et al., 2007; Peterson and Chang, 2002; Weinstein, 1989). When the nature of optimism is taken into account especially the tendency to externalize risks and dangers, trying to exert too much control over life, believing that if worked hard targets will always be achieved may put stress on individual and cause dysfunctional consequences such as burnout, anxiety and fatigue. Because of these reasons optimism is asserted to be controlled and regulated (Luthans et al., 2007). Schneider (2001) advocated applying “realistic optimism”, which can be defined as resisting to the tendencies of externalization and avoidance, assessing the situation objectively and adopting optimist or pessimist approach after then. A realistic and flexible optimism is suggested to lead to positive life and workplace results (Peterson, 2000; Schneider, 2001).

Last PsyCap component is resilience which is defined as “the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility” (Luthans, 2002b, p. 702). Recovering or bouncing back is the distinctive feature of resiliency and this core characteristic is more related to what needs to be done “after the incident occurs” rather than “foreseeing and preventing” from them (Huey and Weisz, 1997; Hunter and Chandler, 1999). Despite their differences confidence, hope and optimism are considered as assets in resiliency process which protects individuals from destructive and dysfunctional outcomes of the risks (Luthans et al., 2007). Capitalizing on resiliency, employees cope and adapt, overcome problems, keep advancing towards the desired direction.

Literature suggests that resiliency is a useful tool in a volatile and uncertain world (Block & Kreman, 1996). Concept is asserted to relate variables such as work performance, organizational commitment, job satisfaction, social competence, problem solving skills (Benard, 1991, 1993; Coutu, 2002; Çetin & Basım, 2011; Luthans et al., 2005; Luthans et al., 2006b; Sutcliffe & Vogus, 2003; Youssef, 2004; Youssef and Luthans, 2005). Although resiliency is reported to have enabling and empowering effects on various work related components, it is also suggested to require a challenging climate to be developed. Traditional, paternalistic leaders’ tendency to fix problems for their employees may block the development of strengths and coping abilities of them, hence it is suggested to let them strive, try, learn, find alternative solutions, make mistakes on the way of building resiliency.

2.2. Burnout

Freudenberger coined the job burnout term in his 1974 study for the first time. Concept attracted attention and subjected to numerous studies rapidly by a large number of scholars. In 1982, Maslach offered a generally accepted definition of burnout as a psychological syndrome related to work stress, characterized by emotional exhaustion, depersonalization and reduced feelings of personal accomplishment.

Emotional exhaustion is the central element of burnout which is defined as depletion of energy and emotional resources stemming from job demands (Maslach, 1998) and is suggested to relate to symptoms such as anxiety, fatigue, tension, insomnia (Maslach & Jackson, 1981; Perlman & Hartman, 1982).

Depersonalization is the second step of burnout. Concept is also referred as disengagement in which employees detach from their job, treat others as objects or numbers instead of human beings, distance them to cope with the consequences of the depletion (Kahill, 1988; Maslach, 1982).

Last component of the burnout is reduced personal accomplishment which refers to diminished perceptions of ability related to work. After developing negative thoughts to others at the depersonalization stage, employees start thinking negatively about themselves, cultivating beliefs that they cannot perform as well as they did before in this final phase.

Burnout phenomenon can be better understood using conservation of resources model (COR), Leiter's process approach (1989) and Maslach's (1982) framework together. COR suggest that stress and burnout occur when individuals perceive a threat to the things they value (Hobfoll, 1988, 1989, 1998, 2001; Hobfoll & Freedy, 1993). The threat is defined as stressor and arise of it corresponds to the first phase of Leiter's stress-strain-coping sequence. Threat can be work/demand related which require an increase of effort, in other words bring additional physical or emotional costs to employee or endangering resources which helps managing, balancing or diminishing demands. In this sense, burnout can be described as a result of the imbalance between job demands and job resources. While job demands function as an enabling factor for stress, job resources reduce it supporting coping efforts. Regardless of the balance between demands and resources, it is asserted that if threat to and/or loss of resources continues, burnout occurs eventually (Hobfoll, 2001). After the first phase, if employees cannot cope with the stressor satisfactorily they will be physiologically and psychologically strained. Emotional exhaustion is related to the notion of strain in which employees start feeling depleted, resourceless to fulfill their duties and tasks. In response to emotional exhaustion, depersonalization occurs as a coping attempt. Employees begin adopting neglectful, insensitive, coldhearted, cynical attitudes towards their coworkers, clients and their jobs which reduce their performance. Reduced personal accomplishment is the outcome of the stress-strain-coping process. Feeling ineffective about themselves, employees start performing worse than before, trapped in the downward spiral of the burnout process (Izgar, 2001). It can be asserted that increasing demands and/or decreasing resources related to work create stress and if exposure continues without enough mitigation, may become chronic and inevitably evolve into burnout.

COR theory posits that psychological capital can be considered as an individual resource helping employees to cope with the job demands, regulate stress, and mitigate burnout (Gong

et al., 2019). In line with this argument empirical findings show reducing effect of PsyCap on the job burnout (Gong et al., 2019; Rehman et al., 2017). For example, Kapusuz & Çavuş (2019) indicated that all PsyCap dimensions are negatively correlated to emotional exhaustion and depersonalization in their 2019 study. Similarly Çetin et al. (2013) reported the negative relationships between optimism and emotional exhaustion, self-efficacy and depersonalization, resiliency and emotional exhaustion. Considering all the evidence it can be hypothesized that PsyCap is negatively related to burnout.

2.3. Locus of Control

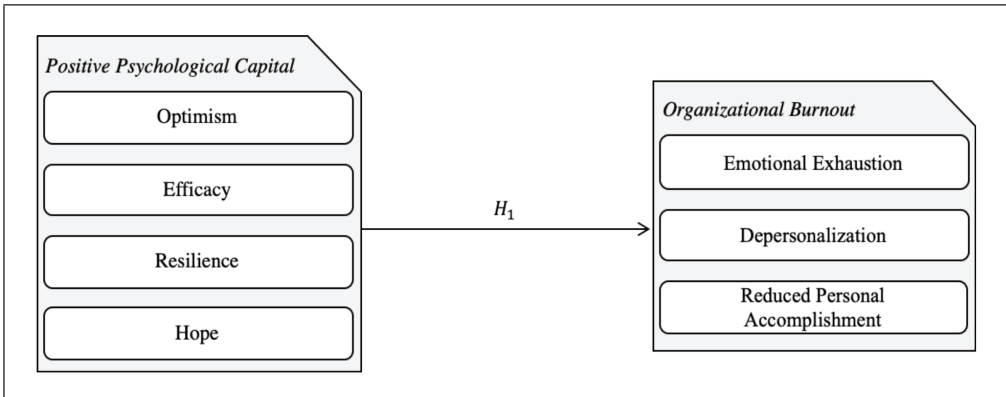
Locus of control (LoC) concept is developed by Rotter and his colleagues (1966) based on social learning theory (Rotter, 1954). LoC can be defined as the degree to which people attribute the cause and control of events and outcomes in their lives to themselves or to the external environment. Those who attribute to themselves are defined as internals with a high internal locus of control and others who attribute to outside forces are defined as externals with a high external locus of control (Spector, 1982). Externals believe that outcomes in their life are related to fate, luck, coincidence, decisions made by other people whereas internals believe that outcomes are results of their own actions and performance (Bilgin, 2007; Rotter, 1990). Internals are characterized as confident, enterprising, effective, independent and externals are described as passive, ineffective, unconfident and dependent (Loosemore & Lam, 2004; Silvester et al., 2002). One of the key elements that differentiate internals from externals is their sense of control. Internals feel that success, promotions, rewards they achieve are controlled by their own actions (Lefcourt, 1984; Rotter, 1966) which induces them to seek situations, jobs, relationships they can exercise control over (Spector, 1982). Second difference between internals and externals is that in relation with their belief of control, internals attempt to seek and use information and take action especially when action is related to the outcomes desirable to them.

When the organizational context is taken into consideration, externals tend to exhibit obedient behaviors, prefer direct supervision and satisfied with follower roles (Spector, 1982). Studies reported that internal locus of control is related to high coping skills, higher motivation levels, job satisfaction and job engagement whereas external locus of control is related to negative work related outcomes due to the skeptical, dogmatic, anxious and stressed nature of it (Andrisani & Netsel, 1976; Ashby et al., 2002; Fazey, 2001; Solmuş, 2004; Spector, 1982; Spector, 1988; Yeşilyaprak, 2000).

Research on the literature showed that LoC concept is related to psychological capital (Babalola, 2009), job satisfaction (Salazar et al., 2002), organizational citizenship behaviour (O'Brein, 2004), turnover intentions (Lu et al., 2000), job performance (Chen and Silverthorne, 2008) and job motivation (Spector, 1982). Considering the findings of previous studies it can be hypothesized that LoC moderates the relationship between PsyCap and burnout.

In the light of literature presented above, the conceptual model is prepared and main hypothesis is aimed to test the effects of PsyCap dimensions on organizational burnout dimensions.

Figure 1: Conceptual Model



H_1 : Positive psychological capital has a negative effect on organizational burnout.

3. Methodology

3.1. Sample and Data Collection

The sample of the research is consisted of white-collar employees working in different sectors in Istanbul. A questionnaire was designed to measure the demographic profile, PsyCap, LoC and organizational burnout perceptions of the respondents. The questionnaire was uploaded to a web-based tool, Google Forms, and remained active between 17th and 28th of May 2020 for twelve consequent days. To ensure each respondent filled out only once, they were asked to join the survey with their own Google accounts. A total of 461 forms were collected through convenience sampling method. After removing inconsistent (all the responses were marked as same) and missing responses, 409 usable questionnaires remained which was taken as sufficient for the statistical analysis.

Regarding to descriptive profile, 46.9% of the sample were reported as female (n=192), 52.3% were male (n=214), and remaining three respondents categorized themselves as other. The mean age of the sample was 29.07 years with standard deviation of 7.41 years. Only 3.2% of the sample were a graduates of high school or less (n=13) and 96.8% of the sample had at least associate degree or higher (n=396) where majority of them holding bachelor degree (n=255) implying that highly educated respondents were participated to survey. Job positions were asked in the frame of four levels; 66% were labeled as specialists (n=270), 23% were managers (n=94), 5.9% were executives (n=24), and 5.1% were senior executives (n=21). Due to confidentiality issues the income level was not asked.

3.2. Instruments

Psychological Capital Questionnaire (PCQ) (Luthans et. al, 2007) was used to measure PsyCap components. PCQ consists of twenty four questions and participants are asked how much they agreed to the statements such as "I feel confident helping to set targets/goals in my work area", "I usually manage difficulties one way or another at work". The response to

each question ranged from “1=Strongly Disagree” to “5=Strongly Agree”. Maslach Burnout Inventory (MBI) was adapted to measure burnout concept. MBI is developed by Maslach and Jackson (1981), consisting of twenty two items representing emotional exhaustion, depersonalization and reduced personal accomplishment sub dimensions. In the study, respondents were asked to answer questions such as “I feel burned out from my work”, “I deal very effectively with the problems of my recipients”. The response to each question ranged from “1=Strongly Disagree” to “5=Strongly Agree”. Locus of control is measured with Work Locus of Control Scale (WLCS) developed by Spector (1988). Scale consists of sixteen questions measuring internal and external locus of control dimensions with questions such as “If employees are unhappy with a decision made by their boss, they should do something about it”, “Promotions are usually a matter of good fortune”. The response to each question ranged from “1=Strongly Disagree” to “6=Strongly Agree”.

4. Findings

4.1. Descriptive Statistics and Reliability of Instruments

Since all the instruments used in this study were widely accepted and validated in numerous studies before, reliability analysis was directly performed to research variables which returned Cronbach’s Alpha values between 0.721 and 0.908. Therefore, all the constructs were regarded as reliable and consistent (Table 1).

Table 1: Mean, Standard Deviation and Cronbach’s Alpha Values

Instrument	Mean (M)	Standard Deviation (SD)	Cronbach’s Alpha (α)
<i>Positive Psychological Capital</i>			0.933
Optimism	3.269	0.712	0.756
Efficacy	3.789	0.774	0.908
Resilience	3.638	0.704	0.816
Hope	3.630	0.736	0.848
<i>Work Locus of Control</i>			0.770
Work Locus of Control – Internal	3.480	0.641	0.788
Work Locus of Control – External	2.679	0.684	0.817
<i>Organizational Burnout</i>			0.823
Emotional Exhaustion	2.806	0.843	0.887
Reduced Personal Accomplishment	3.434	0.657	0.824
Depersonalization	2.454	0.735	0.721

4.2. Regression Analysis

Testing the hypothesis (H_1), three different multiple regression models were performed for;

H_{1a} : The dimensions of positive psychological capital have a negative effect on emotional exhaustion.

H_{1b} : The dimensions of positive psychological capital have a negative effect on depersonalization.

H_{1c} : The dimensions of positive psychological capital have a negative effect on reduced personal accomplishment.

Separate multiple regression analyses results are listed in Table 2. Variance inflation factors for all the predictor variables are less than 5, therefore no multicollinearity issues are assumed.

Table 2: Multiple Regression Analyses Results

Predictors	β	t-value	
Optimism	-0.215	-4.050**	
Efficacy	0.338	3.290**	R=0.304
Resilience	-0.281	-2.942**	R ² =0.092
Hope	-0.095	-0.963	F(4)=10.040**
Response Variable:	<i>Emotional Exhaustion</i>		
Optimism	-0.177	-3.293**	
Efficacy	0.230	2.247*	R=0.259
Resilience	-0.261	-2.739**	R ² =0.067
Hope	-0.027	-0.267	F(4)=7.170**
Response Variable:	<i>Depersonalization</i>		
Optimism	0.123	3.423**	
Efficacy	0.186	2.728**	R=0.773
Resilience	0.199	3.183**	R ² =0.598
Hope	0.367	5.520**	F(4)=146.399**
Response Variable:	<i>Reduced Personal Accomplishment</i>		
**p<0.05, *p<0.01			

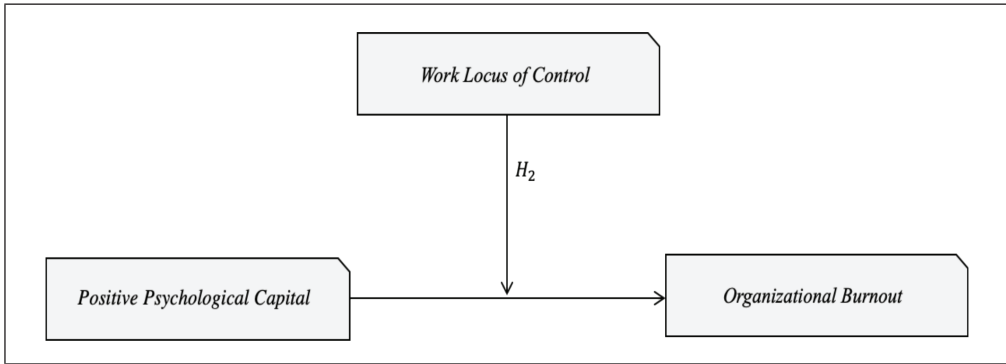
Taking results into consideration H_{1a} , H_{1b} cannot be rejected and H_{1c} is rejected.

4.3. Moderation Analysis

Work locus of control scale developed by Spector (1988) is originally included the internal and external dimensions containing reverse items. 16 items were used to measure the

concept and median value was preferred as cut-off point defining the internality and externality taking scoring instructions given in the WLCS into consideration.

Figure 2: Moderation Model



H₂: The effect of positive psychological capital on organizational burnout is moderated by work locus of control.

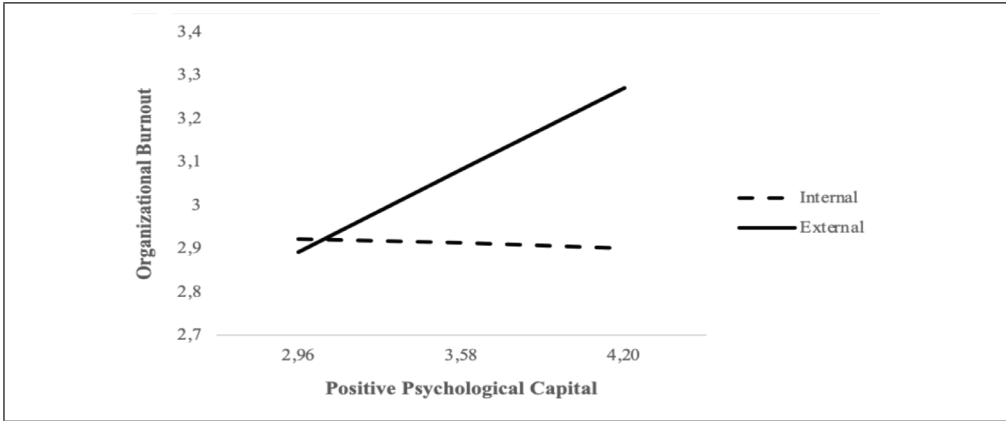
Moderation analysis was performed using Hayes’ PROCESS macro (model 1, with 5000 bootstrap samples), to test H₂ as illustrated in Figure 2. The proposed overall model was statistically significant (F(3, 405)=15.199, p<0.001, R²=0.101). Work locus of control was found to be a significant moderator of the effect of positive psychological capital on organizational burnout (β=0.324, SE=0.091, p<0.001). The moderation effect of work locus of control was accounted for 2.81% increase in organizational burnout (F(1, 405)=12.664, p<0.001, R² change=0.028).

Table 3: Conditional Effects

Effects	β	SE	t-value	CI (95%)
Positive Psychological Capital	-0.018	0.078	-0.231	[-0.17, 0.14]
Work Locus of Control	-0.990	0.339	-2.922	[-1.66, -0.32]
Interaction	0.324	0.091	3.559	[0.15, 0.50]
Conditional Direct Effects				
Internal Work Locus of Control	-0.018	0.078	-0.231	[-0.17, 0.14]
External Work Locus of Control	0.306	0.048	6.420	[0.21, 0.40]

The effect of positive psychological capital on organizational burnout was statistically significant with the external work locus of control burnout (β=0.306, SE=0.048, p<0.001), whereas there was no statistically significant effect found in the same relationship with the internal work locus of control (β=-0.018, SE=0.078, p=0.818). Consequently, positive psychological capital was found to have a positive effect on organizational burnout when external work locus of control existed. On the other hand, when internal locus of control existed positive psychological capital was founded not to have a statistically significant effect on organizational burnout.

Figure 3: Interaction Effects



5. Conclusion and Discussion

Burnout is an outcome which is emanated from the stress caused of the imbalance between job demands and job resources. To cope with the stressors and mitigate negative effects of them, PsyCap is asserted to be an effective supportive instrument. Consisting of self-efficacy, hope, optimism and resilience capabilities, PsyCap is reported to be a significant predictor of the decrease on the burnout. Other research variable, locus of control is related to both PsyCap and burnout, providing attributive lenses that shape perception and interpretation of events and outcomes. Previous research is highlighting not only the convergence of PsyCap and LoC but LoC's role on differentiating PsyCap components as well. Considering the belief and expectations regarding effort, performance and reward structure which is forming the LoC concept, it can be asserted that together with PsyCap, LoC has an effect on burnout levels of individuals. Therefore, purpose of this study is to examine the effect of PsyCap on burnout and moderating effect of LoC on the relationship between them.

First result of the study is that self-efficacy component of PsyCap is founded to have a significant and positive effect on all dimensions of burnout. Considering the confident, determined, persistent nature of the construct, it can be argued that confidence has an increasing effect on burnout therefore it should be closely monitored and managed. Level of self-confidence can be an important factor on the relationship between variables. Especially high levels of confidence can lead to over exerting, tenacious attitudes and behaviors, being inflexible especially when a change of course is needed. Results show that self-efficacy level of the participants is not only high but also the mean value is higher than other PsyCap constructs as well ($\mu=3.78$; $SD=0.77$). In line with the literature, results are drawing attention to the risks of false efficacy which stems from the exaggerated thoughts of the individual herself that can foster burnout.

Second finding is that optimism and resilience has a negative effect on emotional exhaustion and depersonalization dimensions of burnout. Hope component is not founded to have a significant effect on the mentioned dimensions. Results can be interpreted as short term interventions focusing to strengthen optimism and resilience such as trainings, coaching and

mentoring applications can help efforts directed to cope with the reduced energy and emotional resources as well as disengagement from job and job related factors.

Third result of the study is that all PsyCap components are founded to have a significant and positive effect on reduced personal accomplishment. Burnout is a process in which employees' energy and enthusiasm towards work is reduced at the first stage. To strive with the lack of energy they tend to detach and distance themselves from work to cope with depletion at the depersonalization stage. Finally, at the reduced personal accomplishment stage employees develop negative thoughts about their abilities accompanied with low performance. Considering the last phase is the result of the accumulated and not effectively mitigated stress formed in the first two stages, it can be said that use of PsyCap to cope with reduced personal accomplishment may not be efficient as it is founded to have a strengthening effect on it. Another result of this study is that external LoC is found to moderate the relationship between PsyCap and burnout. Taking into account that the effect is positive, it can be asserted that the interaction and convergence between external LoC and PsyCap components are increasing the burnout.

To sum up, research results assert that using PsyCap components especially optimism and resilience to help managing burnout is a reasonable strategy at the initial steps of the process while using them at the last phase is not and means of intervention should be carefully calibrated during the procedure using the feedback provided by constantly followed outcomes. Moreover, external LoC's moderation effect on burnout can be taken into consideration especially on designing human resources processes such as recruitment, training and development, promotion, career management, coaching, mentoring etc.

Findings of this study can provide insights to leadership, management, organizational behavior, human resources literatures and practical applications. This research is a cross sectional study in which self-report measures are used. Future studies are suggested to examine concepts and relations between PsyCap, burnout and LoC with field and experimental studies using longitudinal, larger data set which contains cross cultural and/or cross industry sample.

The research ethics are considered and approved by university committee.

Conflict of Interest

The authors have no conflicts of interest to declare.

Contribution Statement

The authors declare that they have contributed equally to this work.

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